

S. ROBERT HERNANDEZ

ADDRESS

Distinguished Service Professor
Department of Health Services Administration
School of Health Professions
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University of Alabama at Birmingham
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EDUCATION

Dr.P.H. - University of North Carolina at Chapel Hill
(Health Administration/Organization Theory)

M.S.H.A. - University of Alabama at Birmingham (UAB)
(Hospital Administration)

B.S. - University of Alabama

POSITIONS

Present

Senior Associate Chair for Global Health 2015 - Present
Department of Health Services Administration, UAB

Director, Executive Doctoral Program in Healthcare Leadership 2009 - Present
Department of Health Services Administration, UAB

Other Professorial Appointments at UAB

School of Business
Department of Sociology
School of Public Health

Past Academic Appointments

Director, Doctoral Programs in Administration-Health Services 1999 – 2016
Department of Health Services Administration, UAB

Professor 1988 - 2016
Department of Health Services Administration, UAB

Interim Chair 2013 -2014
Department of Health Services Administration, UAB

Visiting Professor School of Public Health American University of Armenia Yerevan, Armenia	Spring 2010
Chair Department of Health Services Administration, UAB	1995 -2000
Interim Chair Department of Health Services Administration, UAB	1994 -1995
Associate Professor Department of Health Services Administration	1984 -1988
Assistant Professor Department of Health Services Administration	1981-1984
Visiting Assistant Professor Department of Health Systems Management School of Public Health and Tropical Medicine Tulane University New Orleans, LA	Spring 1983

Past Non-Academic Appointments

Program Analyst
 National Center for Health Services Research
 Department of Health and Human Services
 Washington, DC

Coordinator of Community Service
 School of Public and Allied Health, UAB

Instructor, Graduate Program in Hospital
 and Health Administration, UAB

Clinic Administrator, School of Optometry, UAB

Associate Director, Alabama Regional Medical Program (ARMP),
 Birmingham, Alabama

Health Planner, Tri-County Appalachian Regional
 Health Planning Commission, Decatur, Alabama

Administrative Resident, ARMP

Administrative Clerkship
 University of Alabama Hospitals

HONORS

Best Paper, Public and Non-Profit Management SIG, European Academy of Management Annual Meeting, Dublin, Ireland	2020
Distinguished Service Professor Appointment by the Board of Trustees of the University of Alabama System	2016
Keynote Speaker Doctoral Hooding Ceremony University of Alabama at Birmingham	2012
Invited Presentation University of Lugano, Lugano, Switzerland	2012
Invited Presentation, 2007 Scholars Series University of Southern Mississippi, Hattiesburg, MS	2007
International Fellow, Royal Society of Medicine, London, England	2007
Filerman Prize for Educational Leadership Association of University Programs in Health Administration, Seattle, WA	2006
First National Excellence in Teaching Award, Health Care Management Division Academy of Management Annual Meeting, Honolulu, HI	2005
Distinguished Scholar in Allied Health Sciences Lecture Albany State College, Albany, GA	1995
Outstanding Alumnus, Alumni Association of the Graduate Programs in Health Administration, UAB	1993
Best Paper, Health Care Administration Division Academy of Management Annual Meeting, Anaheim, CA	1988
Joseph F. Volker Outstanding Faculty Award School of Health-Related Professions, UAB	1987
Val Beckerle Memorial Lecture Sisters of St. Mary Health Care System	1986
Best Paper, Health Care Administration Division Academy of Management Annual Meeting, New York, NY	1982
Teacher of the Year, Awarded by Class 17 Master's Program in Health Administration, UAB	1982
Best Medical Sociology Dissertation (1979-81) Awarded by American Sociological Association	1981

Best Paper, Health Care Administration Division Academy of Management Annual Meeting, San Diego, CA	1981
Delta Omega, Public Health Scholastic Honorary	1981
Alpha Eta Society, Allied Health Scholastic Honorary	1975
Clyde L. Sibley Memorial Scholarship	1969-1970

GRANTS AND CONTRACTS

Principal Investigator-Project Director, *UAB-King Fahad Specialty Hospital-Dammam Executive Master of Science in Health Administration Program*, King Fahad Specialty Hospital-Dammam, Kingdom of Saudi Arabia, 2014-2016, \$1,700,000.

Principal Investigator-Project Director, *UAB-King Fahad Specialty Hospital-Dammam Executive Master of Science in Health Administration Program*, King Fahad Specialty Hospital-Dammam, Kingdom of Saudi Arabia, 2012-2013, \$2,079,246,

Principal Investigator, *The relationship between human resource management, organizational culture, and selected performance indicators in hospitals*, Press Ganey, 2004-2006, \$10,000,

Principal Investigator, *UAB-Yerevan, Armenia, School of Health Care Management and Administration Partnership in Health Management Education*. American International Health Alliance, 1999-2002, \$500,000.

Principal Investigator, *UAB Health Care Leadership Institute: Managing Health Services Organizations in the New Millennium*, UAB Health Services Foundation, 1998-2001, \$100,000.

Principal Investigator, *Assessment of the Effect of Implementation of Medical Care Cost Recovery Program's Data Capture Technologies on Information Resource Management Support*, Department of Veterans Affairs, 1994-1996, \$ 157,000.

Principal Investigator, *Evaluation of the Medical Care Cost Recovery Program's Data Capture Project*, Department of Veterans Affairs, 1993-1995, \$ 240,000, Funded.

Principal Investigator, *Development of a Forecasting Model for Service Demand*, University of Alabama Hospitals, 1991-1992, \$ 12,000.

REFEREED PUBLICATIONS

Slyter, M., Hernandez, S.R., Hearld, L., Smith, D., & Borkowski. "Assessing How Well Hospitals Budget Operating Results by Examining the Relationship Between Budget Variances and Operating Margin." *Journal of Health Care Finance*. 48:2 (2021).

Young, C.G, Feldman, S.S., and Hernandez, S.R. “Inter-organizational information sharing and bundled payment reimbursement: Do hospitals in the US use health information exchange to collaborate?” *International Journal of Medical Informatics*.
<https://doi.org/10.1016/j.ijmedinf.2020.104298>

Tuttle, W., O’Connor, S., Borkowski, N., Hernandez, S.R. and Szychowski, J. “The Influence of U.S. News and World Report Rankings of Graduate Programs in Healthcare Management on Applicant Pool Quality and Student Job Placement of Graduates.” *Journal of Health Administration Education*. 37:2 (2020) pp. 193-212.

Meese, K., Powers, T., Garman, A., Choi, S., and Hernandez, S.R., “Country-of-Origin and Brand Positioning for Health Care Services,” *International Journal of Pharmaceutical and Healthcare Marketing*. 13:2 (2019) pp 183-199.

Hernandez, S.R. and O’Connor, S.J. “The Case for Healthcare Leader Competencies: Exploring the Evidence.” *World Hospitals and Health Services*. 55:2 (2019) pp. 25-28.

Vinh, K., Walston, S.L., Szychowski, J. and Hernandez, S.R. “The Effects of Hospitalists on Average Length of Stay.” *Journal of Healthcare Management*. 64:3 (2019), pp. 169-185.

Hernandez, S.R., O’Connor, S.J., and Meese, K. “Global Efforts to Professionalize the Healthcare Management Workforce: The Role of Competencies.” *Journal of Health Administration Education*. 35:2(Spring 2018), pp 157-174.

Meese, K.A., Borkowski, N.M., Hernandez, S.R., and O’Connor, S.J. "Journal Rankings and Directions for Future Research in Health Care Management: A Global Perspective" *Health Services Management Research*. 30:2(2017), pp 129-137.

Davenport, P., O’Connor, S.J., Hernandez, S.R., Landry, A.Y., and Szychowski, J.M. “The Relationship between Emergency Department Wait Times and Inpatient Satisfaction.” *Health Marketing Quarterly*. 34:3(May 2017), pp. 1-16.

Guerard, B., Omachonu, V., Hernandez, S.R., and Sen, B. "Chronic Conditions and Self-Reported Health in a Medicare Advantage Plan Population." *Population Health Management*. (20)2 (April 2017), pp. 132-138.

Bewley, L.W., Bonica, M.J., Hernandez, S.R., and Shewchuk, R.M. “Mentorship Mediated by Life-Career Season: An Analysis of a Multi-Dimensional Model of Mentoring among Career Groups of United States Army Officers,” *Global Journal of Management and Business Research*. 16:8(September 2016), pp.35-45.

Guerard, B., Omachonu, V., Harvey, R.A., Hernandez, S.R., and Sen, B. “The Influence of Respondent Characteristics on the Validity of Self-Reported Survey Responses.” *Health Services Research*. 51:3 (June 2016) pp. 937-52.

Byrd, J.D., Hernandez, S.R., Carlson, G.L., Hearld, L.R., Turpen, R.A. “Hospital Quality of Care: Evaluation of Resulting Financial Risk for Disclosure in Annual Reports.” *Journal of Health Care Finance*. 42:1 (summer 2015), pp. 1-27.

Hernandez, S.R., Celaya, L.Y., Landry, A. and Shewchuk, R.M. "Management of Culture and Cultural Change in Healthcare Organisations: Editorial." *European Journal of Cross-Cultural Competence and Management*. 3:3(2014), pp. 193-196.

Platonova, E and Hernandez, S.R. "Innovative Human Resource Practices in US Hospitals: An Empirical Study." *Journal of Healthcare Management*. 58:4 (2013), pp.290-301.

Mazurenko, O., Qu, H., Hulchiy, O., Hernandez, S.R. and Shewchuk, R.M. "Determinants of Physicians' Career Choices in Ukraine" *International Journal of Behavioural and Healthcare Research* 3:3/4 (2012) pp. 291-305.

Landry, A.Y.; Hernandez, S. R.; Shewchuk, R. M.; and Garman, A. "A Configurational View of Executive Selection Behaviours: A Taxonomy of US Acute Care Hospitals." *Health Services Management Research* 23:3, 2010, 128-138.

Platonova, E., Hernandez, S.R., Shewchuk, R. and Leddy, K. "Study of the Relationship between Organizational Culture and Organizational Outcomes Using Hierarchical Linear Modeling Methodology." *Quality Management in Health Care* 15:3, 2006, 200-209.

Leatt P, Grady R, Begun JW, Hernandez SR, Hilberman DW, Leach DC, Lerner WM, Loebs SF, Prybil LD, Robbins C, Trufant JE, Dalston JW, Reed L, Sinioris ME. "The Final Report of the Blue Ribbon Task Force on Accreditation." *Journal of Health Administration Education*. 21:2 (2004), 121-166.

Hernandez, S.R. "Horizontal and Vertical Healthcare Integration: Lessons Learned from the United States." *Healthcare Papers*. 1:2, 2000, 59-65.

Hernandez, S.R., C.C. Haddock, W.M. Behrendt, and W. Klein. "Management Development and Succession Planning: Lessons for Health Services Organizations." *Journal of Management Development*. 10:4, 1991, 19-30.

Topping, S. and S.R. Hernandez. "Health Care Strategy Research, 1985-1990: A Critical Review." *Medical Care Review*. 48:1 (Spring 1991), 47-89.

Hernandez, S.R., C.C. Haddock, and J.B. Quintana. "The Relationship between Technology and Task Design in Hospital Nursing Units." *Health Services Management Research*. 3:2 (July 1990), 137-148.

McIlwain, T.F., and S.R. Hernandez. "An Assessment of Factors Influencing Physician Referral Behavior." *Academy of Management Best Paper Proceedings 1989*. Washington, DC: August 1989, 90-94.

Quintana, J.B., S.R. Hernandez, and C.C. Haddock. "Technology and Task Design: An Assessment in Hospital Nursing Units." *Academy of Management Best Paper Proceedings 1988*. Anaheim, CA: August 1988, 90-94.

Hernandez, S.R., A.D. Kaluzny, B. Parker, Y.M. Chae, and J.R. Brewington. "Enhancing Nursing Productivity: A Social Psychological Perspective." *Public Health Nursing*. 5:1 (March 1988), 52-63.

Hernandez, S.R. "Lessons from Business Education for Health Management Education." *Journal of Health Administration Education*. (Summer 1986), 413-422.

Long, M., S.R. Hernandez, and M. Crawford. "Preferred Provider Organizations: Development and Growth." *Alabama Journal of Medical Sciences*. 22:4 (October 1985), 436-444.

Kaluzny, A.D. and S.R. Hernandez. "High Performance: Myth and Truth." *Group Practice Journal*. (July/August 1985), 52-59.

Hernandez, S.R. and D.B. Hill. "Regional Not-for-Profit Systems: Can They Compete with National Investor-Owned Firms?" *Southern Hospitals*. (July/August 1984), 14-22.

Hernandez, S.R. and A.D. Kaluzny. "Primary Care and Local Health Departments: The Initiation of a State-Sponsored Grant Program." *Journal of Community Health*. 9:2 (Winter 1983), 123-134.

Kaluzny, A.D. and S.R. Hernandez. "Managing Change in Health Care Organizations." *Medical Care Review*. (Fall 1983), 161-203.

Hernandez, S.R. and A.D. Kaluzny. "Hospital Closure: A Review of Current and Proposed Research." *Health Services Research*. 18:3 (Fall 1983), 419-436.

Hernandez, S.R. and A.D. Kaluzny. "Selected Determinants of Performance within a Set of Health Service Organizations." *Proceedings of the 42th Annual Meeting of the Academy of Management*. New York: August 1982, 52-56.

Hernandez, S.R. and A.D. Kaluzny. "Perspectives on Public Health: Professionals View the Functions of Local Health Department." *Public Health Reports*. 96:5 (September/October, 1981), 466-472.

Hernandez, S.R. and A.D. Kaluzny. "Social Psychological Processes within a Set of Health Service Organizations: An Empirical Assessment." *Proceedings of the 41st Annual Meeting of the Academy of Management*. San Diego, CA: August, 1981, 43-48.

BOOKS AND BOOK CHAPTERS

Hernandez, S.R. "Management and Leadership in Health." In O. Hulchiy (ed.) *Public Health*. Vinnytsia: Nova Knyha, 2012, pp. 498-520.

Hernandez, S.R. and O'Connor, S.J. *Strategic Management of Human Resources in Health Service Organizations, 3rd Ed.* (Eds.) New York: Cengage Learning, 2010.

Hernandez, S.R. and O'Connor, S.J. "Integrating Strategic Management and Human Resources" In Hernandez S.R., and O'Connor, S.J., editors. *Strategic Management of Human Resources in Health Service Organizations, 3rd Ed.* (Eds.) New York: Cengage Learning, 2010, p. 3-16.

Hernandez, S.R. and Platonova, E "Formulating Organizational Strategy" In Hernandez S.R., and O'Connor, S.J., editors. *Strategic Management of Human Resources in Health Service Organizations, 3rd Ed.* (Eds.) New York: Cengage Learning, 2010, p. 35-62.

Hernandez, S.R. and O'Connor, S.J. "Future Challenges in Human Resources Management" In Hernandez S.R., and O'Connor, S.J., editors. *Strategic Management of Human Resources in Health Service Organizations, 3rd Ed.* (Eds.) New York: Cengage Learning, 2010, p. 299-310.

Weiner, B., Helfrich, C., and Hernandez, S.R. "Organizational Learning, Innovation and Change." in S. Shortell and A. Kaluzny (eds.), *Health Care Management: A Text in Organizational Theory and Behavior, Fifth Edition.* New York: John Wiley, 2006.

Hernandez, S.R., Kaluzny, A.D., and Haddock, C.C. "Organizational Innovation, Change, and Learning." in S. Shortell and A. Kaluzny (eds.), *Health Care Management: A Text in Organizational Theory and Behavior, Fourth Edition.* New York: John Wiley, 2000.

Fottler, M., S.R. Hernandez, and C.L. Joiner. *Strategic Management of Human Resources in Health Service Organizations.* (eds.) New York: John Wiley and Sons, 1988.

Kaluzny, A.D. and S.R. Hernandez. "Organizational Change and Innovation." in S. Shortell and A. Kaluzny (eds.), *Health Care Management: A Text in Organizational Theory and Behavior, Second Edition.* New York: John Wiley, 1988, 379-417.

Kaluzny, A.D. and S.R. Hernandez. "Managing Organizational Change and Innovation." in S. Shortell and A. Kaluzny (eds.), *Health Care Management: A Text in Organizational Theory and Behavior.* New York: John Wiley, 1983, 378-417.

Hernandez, S.R. "Assessment of a Health Manpower Meeting." *Proceedings of the Governor's Health Manpower Conference.* Birmingham: Alabama Regional Medical Program, 1972, 51-74.

RESEARCH REPORTS

Hernandez, S.R., Johns, M. *An Assessment of the Implementation of the MCCR Data Capture Technology: Managerial Implications.* Research Report to Office of Research and Development, Department of Veterans Affairs, Washington, DC. 1998.

Quality Management in Health Services Organizations. Research Report (5):1, Birmingham, AL: Health Industry Forum, 1991.

Multi-organization Relations in Health Services Delivery. Research Report (4):2, Birmingham, AL: Health Industry Forum, 1990.

Ambulatory Health Care Services. Research Report (4):1, Birmingham, AL: Health Industry Forum, 1990.

Human Resources Management in Health Services Organizations. Research Report (3):2, Birmingham, AL: Health Industry Forum, 1989.

Innovations in Health Services Delivery. Research Report (3):1, Birmingham, AL: Health Industry Forum, 1989.

Quality in Health Services Delivery. Research Report (2):2, Birmingham, AL: Health Industry Forum, 1988.

Prospective Reimbursement: The Operational Issues. Research Report (2):1, Birmingham, AL: Health Industry Forum, 1988.

Physician-Market-Hospital Linkages: Strategies for Patient Acquisition. Research Report (1):2, Birmingham, AL: Health Industry Forum, 1987.

New Product Development: Gaining Competitive Advantage in the Health Services Industry. Research Report (1):1, Birmingham, AL: Health Industry Forum, 1987.

Hernandez, S.R. "Anticipated Market Behavior of Patients and Providers Following Hospital Closure." in *Suggested Methodology to Determine Savings in Area-wide Inpatient Costs Due to Discontinuance and Conversion Activities*. Report to BHF-HRA (HRA 232-80-0022), U.S. Department of Health and Human Services, May, 1981, 9-29.

Hernandez, S.R. *A Causal Model of Selected Social Psychological Processes Affecting Work Groups in Health Service Organizations*. Unpublished doctoral dissertation, University of North Carolina at Chapel Hill, 1981.

Hernandez, S.R. *Study of the Differences of Opinion Concerning Manpower Problems in the Delivery of Health Care as Represented by Various Selected Health Professionals*. Unpublished master's thesis, University of Alabama at Birmingham, 1971.

PRESENTATIONS

Refereed Paper Presentations

Law, J., Hernandez, S.R., Szychowski, J., Hall, A., & Carroll, N. "Medicaid expansion, disproportionate share payments, and the performance of safety net hospitals." Academy of Management Annual Meeting, Seattle, Washington, August 2021.

Peterson, R., Hernandez, S.R., Carroll, N., Landry, A., & Opoku-Agyeman, W. "An Analysis of Hospitalist Programs in Critical Access Hospitals." European Academy of Management Annual Meeting, Winterthur, Switzerland, June 2022.

Thompson, H., Hernandez, S.R., Borkowski, N., Weech-Maldonado, R., & Opoku-Agyeman, W. "The Relationship Between Accreditation and Performance among Federally Qualified Health Centers." Academy of Management Annual Meeting, August 2021.

Thompson, H., Hernandez, S.R., Borkowski, N., Weech-Maldonado, R., & Opoku-Agyeman, W. "The Relationship Between Accreditation and Performance among Federally Qualified Health Centers." European Academy of Management Annual Meeting, Montreal, Canada, June 2021.

Wiechart, M., Hernandez, S.R., O'Connor, S., & Szychowski, J. "The Causes and Consequences of Burnout among Emergency Room Physicians," European Academy of Management Annual Meeting, Dublin, Ireland, December 2020.

Moore, L., Landry, A., Hernandez, S.R., Szychowski, J. & Borkowski, N. "Reported Clinical and Financial Performance of Hospitals with Physician CEOs Compared to those with Nonphysician CEOs," European Academy of Management Annual Meeting (EURAM), Dublin, Ireland, December 2020.

Moore, L., Borkowski, N., Hernandez, S.R. & Landry, A. "Reported Clinical and Financial Performance of Hospitals with Physician CEOs Compared to those with Nonphysician CEOs," Academy of Management Annual Meeting, Vancouver, Canada, August 2020

Cullen, S., Landry, A., Hernandez, S.R., & Opoku-Agyeman, W., "Interorganizational Relationships and Hospital Adoption of Surgical Robots," Academy of Management Annual Meeting, Boston, MA, August 2019.

Meese, K., Hernandez, S.R., & O'Connor, S., "Health Care Management and Leadership Competencies: A Global Scoping Review of the Literature," European Academy of Management Annual Meeting (EURAM) Annual Meeting, Lisbon, Portugal, June 2019.

Slyter, M., Hernandez, S.R., Borkowski, N., Hearld, L., & Smith, D. "The Relationship between Hospital Budget Variances and Operating Margin," Academy of Management Annual Meeting, Atlanta, GA, August 2017.

Meese, K., Powers, T., Hernandez, S.R., Johnson, T. "Country-of-Origin and Brand Positioning for High-Involvement Health Care Services," Academy of Marketing Science Annual Meeting, San Diego, CA, May 2017.

Meese, K. & Hernandez, S.R. , "Strategy, Reputation, and Environment: A Conceptual Model for International Patient Services," Academy of Management Annual Meeting, Anaheim, CA, August 2016.

Lord, J. & Hernandez, S.R. , "Narcissist Executives and Competition Strategy Adoption," Academy of Management Annual Meeting, Anaheim, CA, August 2016.

Harlin, T.J., Hernandez, S.R. & O'Connor, S.J. "Analyzing the relationship between patient care outcomes and patient perceptions of quality." Academy of Management Annual Meeting, Vancouver, August 2015.

Byrd, J., Hernandez, S.R., Carlson, G., Hearld, L. & Turpen, R.A. "Hospital Quality of Care: Evaluation of Resulting Financial Risk for Disclosure in Annual Reports." Southeastern Region American Accounting Association, St. Petersburg, April 2014.

McWhorter, J., Hernandez, S.R., Patrician, P., & Sen, B. "Organizational Predictors of Early Adopters of Innovation." Academy of Management Annual Meeting, Orlando, August 2013.

Vendramini, E., Borgonovi, E., Lega, F., Hernandez, S.R., Hoff, T., O'Connor, S.J., Young, G. "Lessons on Performance Management in the Health Care Sector from an International Perspective." Refereed Symposium. Annual Meeting of the Academy of Management, Health Care Management Division, Orlando, August 2013.

Smith, T. and Hernandez, S.R. "Organizational Configurations in Medical Group Practices: A Test of Porter's Generic Strategies." Academy of Management Annual Meeting, Boston, 2012.

West, D., Stanowski, A., Hernandez, S.R., & Ramirez, B. "International Health Management Education: Phase II Findings, Results, and Implications." Business and Health Administration Association Conference, Chicago, March 2012.

Erwin, C., Hernandez, S.R., & Shewchuk, R.M. "Identifying Strategic Groups of Nonprofit Hospital Organizations Based on Fundraising Performance Characteristics." Academy of Management Annual Meeting, San Antonio, August 2011.

Tsavatewa, C. and Hernandez, S.R. "Extending the Question to Why? An Institutional Perspective on End-of-Life Services in Acute Care." Southern Management Association Annual Meeting, Ashville, November 2009.

Gupte, G. and Hernandez, S.R. "Diffusion of Quality Improvement Processes in Hospitals: Evaluation of the Strategy to Improve Quality." Southern Management Association Annual Meeting, Ashville, November 2009.

Panjamapirom, A., Steward, J.L. and Hernandez, S.R. "Healthcare Strategy Research 2000-2006: A New Millennium Review," Academy of Management Annual Meeting, Chicago, August 2009.

Sanders, T., Hernandez, S.R., and Powers, T. "Environmental Influences on Hospital Adoption of the Nurse Magnet Concept: Policy and Managerial Implications," Academy of Management Annual Meeting, Anaheim, August 2008.

Yarbrough, A., Hernandez, S.R., Shewchuk, R., and Garman, A. "The Relationships among CEO Origin, Succession Planning, and Strategic Orientation in Healthcare," Academy of Management Annual Meeting, Philadelphia, August 2007

Panjamapirom, A. and Hernandez, S.R. "An Institutional-Theory Perspective on Electronic Health Record (EHR) Adoption," Academy of Management Meeting, Philadelphia, August 2007

Platonova, E., Hernandez, S.R., Shewchuk, R. and Leddy, K. "Study of the Relationship between Organizational Culture and Organizational Outcomes Using Hierarchical Linear Modeling Methodology.," Southern Management Association Annual Meeting, Clearwater, October, 2006.

Hernandez, S.R. and Shewchuk, R. "Using Nominal Group Technique to Identify Key Results Areas for Ukraine Health Care Organizations," European Academy of Management 2006 Annual Meeting, Oslo, Norway, May 2006.

Hernandez, S.R. Platonova, E. and Shewchuk, R. "Human resource management, organizational culture, and hospital performance," Academy of Management Annual Meeting, Honolulu, August 2005.

- Platonova, E. Wech, B., and Hernandez, S.R. "Exploring the Relationship between Strategic Human Resource Management, Organizational Culture, and Organizational Performance," Southern Management Association Meeting, San Antonio, October 2004.
- Aiken, L., Hernandez, R. Powell, M., Thompson, M. Demirchyan, A., Vargas, D., Weinstein, Akagarian, S., Howell, E., and Younger, J., "The Impact of Professional Nursing Practice Standards on Quality of Hospital Care in Russia and Armenia," International Society for Quality in Healthcare International Meeting, Dallas, November, 2003.
- Williams, D. and S.R. Hernandez, "Relationship among Managerial Opportunism, Agency Issues, and Failure of Physician Practice Management Firms." Academy of Management Annual Meeting, Seattle, August 2003.
- Hernandez, S.R. and Shewchuk, R. "Determining Health Management Education Curriculum Needs in the Caucuses Using Nominal Group Technique." Association of Schools of Allied Health Professions Annual Meeting. San Diego, October 2002.
- Williams, D. and S.R. Hernandez, "Innovation and Physician Practices: The Case for Social Entrepreneurship." Academy of Management Annual Meeting, Denver, August 2002.
- LaFrance, K. and S.R. Hernandez. "The Effects of Sociodemographic Characteristics on Patient Satisfaction under Three Managed Care Condition Academy of Management Annual Meeting, Denver, August 2002."
- Nazaretyan, M. and S.R. Hernandez, "Health Management Education Partnership Program in Armenia." Association of Schools of Public Health in the European Region Annual Conference, Hortobagy, Hungary, September 2001.
- McCleary, K. and S.R. Hernandez. "Selected Determinants of Performance Within a Set of Health Care Teams." Academy of Management Annual Meeting, Chicago, August 1999.
- Robertson, R.H., M. Hassan, and S.R. Hernandez. "The Marginal Effects of Diversification on the Risk-Return Performance of Publicly Traded Health Care Firms: Implications for the Effects of Health Care Reform." AHSR Annual Meeting, San Diego, June 1994.
- Hernandez, S.R., M. Hassan, M. Bowers, and R. Shewchuk. "Development of a Forecasting Model for Service Demand." ORSA-TIMS Annual Meeting, Phoenix, November 1993.
- Hernandez, S.R. and J. Sheridan. "Major Obstacles to TQM Impact Assessment in Health Care Organizations." ORSA-TIMS Annual Meeting, Phoenix, November 1993.
- Poenca, E.J. and S.R. Hernandez. ""The Relationship between Organizational Culture and Strategy in Hospitals." ORSA-TIMS Annual Meeting, San Francisco, November 1992.
- Topping, S., and S.R. Hernandez. "Is a PIMS-Type Data Base Possible for the Hospital Industry? An Important Question for Practitioners and Strategy Researchers Alike." Southern Management Association Annual Meeting, Atlanta, GA, November 1991.

Robertson, R.H., M. Hassan, and S.R. Hernandez. "Competitive Advantage Through Environmental Linking: The Role of Governing Boards in Preserving Rural Nonprofit Community Hospitals." Academy of Management Annual Meeting, Miami, FL: August 1991.

Hernandez, S.R., C.C. Haddock, and J.B. Quintana. "The Congruency of Technology and Task Design: An Assessment in Hospital Nursing Units." Academy of Management Annual Meeting, San Francisco, CA: August 1990.

McIlwain, T.F., and S.R. Hernandez. "An Assessment of Factors Influencing Physician Referral Behavior." Academy of Management Annual Meeting, Washington, DC: August 1989.

Quintana, J.B., S.R. Hernandez, and C.C. Haddock. "Technology and Task Design: An Assessment in Hospital Nursing Units." Academy of Management Annual Meeting, Anaheim: August 1988.

Hernandez, S.R., A. McDonald, and S. Perry. "Assessment of the Effect of a Quality Circle Program in a Community Hospital." Academy of Management Annual Meeting, New Orleans: August 1987.

Hernandez, S.R. and S. Snider. "Management Strategies to Encourage Cost Effective Hospital Practice Patterns by Physicians." Academy of Management Meeting, San Diego: August 1985.

Mercer, A.A., S.R. Hernandez, and K. Bilson. "Factors Influencing Organizational Commitment by Physicians." Academy of Management Annual Meeting, San Diego: August 1985.

Hernandez, S.R., L.E. Mostellar, and A.A. Mercer. "Determinants of Physician Satisfaction with a Hospital." Academy of Management Annual Meeting, Boston: August 1984.

Hernandez, S.R., and M.D. Fottler. "Perceptions of Organizational Adaptation among Nursing Personnel." Academy of Management Annual Meeting, Boston: August 1984.

Quintana, J. and S.R. Hernandez. "Technology and Task Design: An Integrative Model." Academy of Management Annual Meeting, Boston: 1984.

Hernandez, S.R. "Initiation of Multi-Hospital Systems." American Public Health Association Annual Meeting, Dallas: November 1983.

Hernandez, S.R., J.B. Quintana and C.T. Moore. "Environmental, Organizational, and Perceptual Determinants of Hospital System Formation." Academy of Management Annual Meeting, Dallas: August 1983.

Mercer, A.A. and S.R. Hernandez. "Organizational Commitment by Professionals: The Case of Hospitals and Physicians." Academy of Management Annual Meeting, Dallas: August 1983.

Hernandez, S.R., T. Moore, and R. Thompson. "Factors Influencing Development of Multi-Hospital Systems." American Public Health Association Annual Meeting, Montreal: November 1982.

Hernandez, S.R. and A.A. Mercer. "Organizational Climate and Job Satisfaction in Local Health Departments." American Public Health Association Annual Meeting, Montreal: November 1982.

Hernandez, S.R. and A.D. Kaluzny. "Selected Determinants of Performance within a Set of Health Service Organizations." Academy of Management Annual Meeting, New York: August 1982.

Hernandez, S.R. and A.A. Mercer. "Organizational Climate within a Set of Health Service Organizations: Construct Validation of the OCDQ." Academy of Management Annual Meeting, New York: August 1982.

Hernandez, S.R. "A Causal Model of Social Psychological Processes Affecting Work Groups in Health Service Organizations." Association of University Programs in Health Administration Annual Meeting, Washington, D.C.: April 1982.

Hernandez, S.R., A. Kaluzny, and B. Parker. "Relationship of Social Psychological Processes to Productivity in Local Health Departments." American Public Health Association Annual Meeting, Los Angeles: November 1981.

Hernandez, S.R. and A.D. Kaluzny. "Organizational Design as a Control Strategy." American Sociological Association Annual Meeting, Toronto: August 1981.

Hernandez, S.R. and A.D. Kaluzny. "Social Psychological Processes within a Set of Health Service Organizations: An Empirical Assessment." Academy of Management Annual Meeting, San Diego: August 1981.

Hernandez, S.R., A.D. Kaluzny, and S. Farrow. "Function and Design of Local Health Departments: An Empirical Assessment." American Public Health Association Meeting, Detroit: October 1980.

Hernandez, S.R. and A.D. Kaluzny. "Determinants of Program Initiation: The First Stage of the Innovation Process." American Sociological Association Annual Meeting, New York: August 1980.

Hernandez, S.R. and A.D. Kaluzny. "Determinants of 'Grantsmanship': The Case of Local Health Departments." Academy of Management Annual Meeting, Detroit: August 1980.

Harrison, W., A.D. Kaluzny, S. Farrow, and S.R. Hernandez, "Program Innovation in Local Health Agencies: A Contingency Perspective." American Public Health Association Annual Meeting, New York: November 1979.

International Research Sessions

Track Organizer and Chair, "Healthcare Management Research," EURAM 19th Annual Meeting, Montreal, Canada, June 2021.

Track Organizer and Chair, "Healthcare Management Research," EURAM 19th Annual Meeting, Dublin, Ireland, December 2020.

Track Organizer and Chair, “Healthcare Management Research,” EURAM 18th Annual Meeting, Lisbon, Portugal, June 2019.

Track Organizer and Chair, “Healthcare Management Research,” EURAM 17th Annual Meeting, Reykjavik, Iceland, June 2018.

Track Organizer and Chair, “Healthcare Management Research,” EURAM 16th Annual Meeting, Glasgow, Scotland, June 2017.

Track Organizer and Chair, “Management Research in Healthcare Organizations,” EURAM 16th Annual Meeting, Paris, France, June 2016.

Track Organizer and Chair, “Management Research in Healthcare Organizations,” EURAM 15th Annual Meeting, Warsaw, Poland, June 2015.

Track Organizer and Chair, “Management Research in Healthcare Organizations,” EURAM 14th Annual Meeting, Valencia, Spain, June 2014.

Track Organizer and Chair, “Management Research in Healthcare Organizations,” EURAM 13th Annual Meeting, Istanbul, Turkey, June 2013.

Track Organizer and Chair, “Research in Healthcare Management,” EURAM 12th Annual Meeting, Rotterdam, Netherlands, June 2012.

Panel Chair, “Managing Contradictory Consequences of Healthcare Trends to Provide Public Value: The Role of Healthcare Management Reforms in the 21st Century,” XVI International Research Society for Public Management Conference, Rome, Italy, April 2012.

Track Organizer and Chair, “Management of Culture and Change in Healthcare Organizations,” EURAM 11th Annual Meeting, Tallinn, Estonia, June 2011.

Track Organizer and Chair, “Back to the Future in Healthcare Organization and Management,” EURAM 10th Annual Meeting, Rome, Italy, June 2010.

Track Organizer and Chair, “Healthcare Management Renewal and Organizational Change,” EURAM 9th Annual Meeting, Liverpool, England, May 2009.

Invited Papers, Presentations, and Discussant Activities

Presentation, “Isms in Academia: Exploring how to Foster an Inclusive Culture Inside and Outside the Classroom.” PDW for eight Divisions, Academy of Management Annual Meeting, Boston, MA, August 2019.

Presentation, “A Competency-Based Approach to Enhance Healthcare Management: How to Make a Best Use of It.” International Hospital Federation World Congress, Brisbane, Australia, October 2018.

Presentation, “Advancing Knowledge of Global Healthcare Management: Competencies and Outcomes.” International Hospital Federation World Congress, Taipei, Taiwan, November 2017.

Presentation, “Linking Management Competencies to Organizational Outcomes.” International Hospital Federation SIG Meeting, Washington, DC, USA, February 2017.

Presentation, “A Global Need for the Professionalization of Healthcare Management.” International Hospital Federation World Congress, Durban, South Africa, November 2016.

Organizer and Presenter, “International Research Trends in Healthcare Management.” Academy of Management Annual Meeting, Vancouver, August 2015.

Panelist, “Lessons on Performance: Management in the Health Care Sector from an International Perspective.” Academy of Management Annual Meeting, Orlando, August 2013

Panelist, “Writing a Strong Paper,” PDW for Health Care Management Division, Academy of Management Annual Meeting, Boston, August 2012.

Presentation, “Identifying Strategic Groups of Nonprofit Hospital Organizations Based on Fundraising Performance Characteristics.” Faculty and Doctoral Student Forum, University of Lugano, Lugano, Switzerland, June 2012.

Presentation, “Peer Reviewed Publishing on the AUPHA Network: Achieving Scholarly Recognition for Your Educational Works,” AUPHA Leadership Conference, Chicago, March 2012.

Presentation, “Peer Reviewed Publishing on the AUPHA Network: Achieving Scholarly Recognition for Your Educational Works,” National Case Competition, Birmingham, February 2012.

Presentation, “International Standards for Excellence in Health Administration Education” Association of University Programs in Health Administration Leaders Conference, Chicago, March 2011.

Presentation, “Technology and Flexible Learning Approaches for Doctoral Health Management Education” Association of University Programs in Health Administration Annual Meeting, Portland, OR, June 2010.

Presentation, “Increasing Diversity in Doctoral Education for Healthcare Management,” Association of University Programs in Health Administration Annual Meeting, Chicago, June 2009.

Presentation, “CAHME Accreditation Council Training – The Site Visit Chair” Commission on Accreditation of Healthcare Management Education Meeting, Chicago, October 2008.

Presentation, “Preparing for CAHME Accreditation - 2008” Association of University Programs in Health Administration Annual Meeting, Washington, June 2008.

Presentation, “Healthcare Leadership Development and Selection in North America” Annual Meeting of the Departments of Social Medicine, Kyiv, Ukraine, April 2008.

Presentation, "From Soviet to State-Sponsored Healthcare: Healthcare Delivery in Armenia and Ukraine Today," 2007 Scholars Series, University of Southern Mississippi, November, 2007.

Presentation, "Board Training on Accreditation Criteria," Commission on Accreditation of Healthcare Management Education, Chicago, October 2007

Presentation, "Healthcare Management Education in Eastern Europe," UAB School of Health Professions Advisory Board, October, 2007.

Panelist, "Preparing for Accreditation: The Role of the Site Visit Team," AUPHA Annual Meeting, Orlando, June, 2007.

Session Chair, Global Healthcare Management Forum, AUPHA Annual Meeting, Orlando, June, 2007.

Panelist on Health Services Research in Eastern Europe, World Health Day, Kyiv, Ukraine, April 2007.

Presentation, "Healthcare Management Education in North America," Annual Meeting of the Departments of Social Medicine, Kyiv, Ukraine, April 2007.

Presentation, "Aspiring for Consistency Leads to Program Improvement," Commission on Accreditation of Healthcare Management Education Spring Meeting, New Orleans, March 2007

Presentation, "Healthcare Management Education in the United States: Implications for Ukraine," Department of Social Medicine, National Bohomolets Medical University, Kyiv, Ukraine, December 2006.

Presentation, "Healthcare Planning Methods for Ukraine," U.S. Embassy, Kiev, Ukraine, May, 2006.

Presentation, "Applying Operational Planning Methodologies in Ukraine," Pirogov National Medical University Winter Meeting, Vinnitsa, Ukraine, December, 2005

Presentation, "Commission on Accreditation of Healthcare Management Education Performance Measures," AUPHA Annual Meeting, Boston, June 2005.

Presentation, "Partnership Activities in Ukraine and Armenia," AUPHA Annual Meeting, Boston, June 2005.

Presentation, "Proposed Changes in the Accrediting Commission on Education for Health Services Administration," AUPHA Leadership Conference, Chicago, March 2004.

Presentation, "Criteria for Accreditation: Changes in Standards," AUPHA Annual Meeting, Nashville, TN, June, 2003.

Presentation, "ACEHSA: Current Status and Future Directions," AUPHA Leadership Conference, Chicago, March, 2003.

Presentation, "Future Directions for ACEHSA," Blue Ribbon Task Force on Accreditation, National Center for Healthcare Leadership Meeting, Princeton, January, 2003.

Presentation, "ACEHSA Criteria for Accreditation", Association of University Programs in Health Administration Annual Meeting, Washington, DC, June, 2002.

Presentation, Career Development Session - Doctoral Symposium - School of Public Health - University of North Carolina at Chapel Hill, May, 2002.

Presentation, "Horizontal and Vertical Healthcare Integration: Lessons Learned from the United States," Ontario Hospital Association National Conference on New Models for the New Healthcare, Toronto, Canada, June, 2001.

Presentation, "Innovative Methods for Development of Management Cases," AIHA Case Management Conference, Yerevan, Armenia, May, 2001.

Presentation, "Leadership Preparation for a Changing Health Care System," American International Health Alliance Annual Meeting, Washington, DC, April, 2001.

Presentation, "Developing Leaders for the Armenian Health Care System," American International Health Alliance Regional Conference, Tbilisi, Georgia, February, 2001.

Presentation, "Case Development Methods for NIS Countries," AIHA Case Management Conference, Almaty, Kazakhstan, May, 2000.

Presentation, "Managing Organizational Change," School of Health Care Administration and Administration Conference, Yerevan, Armenia, September, 2000.

Session Chair, "Human Resources Management: Practices, Benefits, and Employee Satisfaction." Academy of Management Annual Meeting, Toronto, Canada, August, 2000.

Discussant, "Burnout, Turnover, and Dismissal in Health Care Settings," Academy of Management Annual Meeting, San Diego, August, 1998.

Keynote Address, "Planning Future Directions for Health Information Management." Assembly on Education of the American Health Information Management Association, St. Louis, June, 1997.

Discussant, "Research in Health Services Research." Southern Management Association Annual Meeting, New Orleans, November, 1992.

Discussant, "Doctoral Student Research Presentations," Association of University Programs in Health Administration Annual Meeting, Washington, DC: March, 1992.

Presentation, "Leadership in Alumni Associations," Association of University Programs in Health Administration Annual Meeting, Washington, DC, March, 1991.

Presentation, "Human Resources Management and Hospital Strategy," Robert Wood Johnson Faculty Fellows in Health Care Finance, Johns Hopkins Medical Institutions, Baltimore, MD: December, 1991

Presentation, "Current Issues in Human Resources Management," Robert Wood Johnson Faculty Fellows in Health Care Finance, Johns Hopkins Medical Institutions, Baltimore, MD: December, 1990.

Presentation, "Health Care Administration Research in the 1990s," Doctoral and Junior Faculty Consortium, Academy of Management Annual Meeting, San Francisco, CA: August, 1990.

Discussant, "Doctoral Student Research Presentations," Association of University Programs in Health Administration Annual Meeting, Chicago, IL: March, 1990.

Presentation, "Human Resources Management," Robert Wood Johnson Faculty Fellows in Health Care Finance, Johns Hopkins Medical Institutions, Baltimore, MD: November, 1989.

Discussant, "Management Theory: Empirical Tests in Health Care Organizations," Academy of Management Annual Meeting, Washington, DC: August, 1989.

Discussant, "Health Services Research Sessions," Association of University Programs in Health Administration Annual Meeting, Baltimore: April, 1989.

Co-Presentation, "The Role of Organizational Culture in Creating Productive Health Care Environments," UAB Radiography Conference, Birmingham: September, 1988.

Discussant, "Macro Organizational Issues," Academy of Management Annual Meeting, New Orleans: August, 1987.

Presentation, "Corporate Strategy," Sisters of Saint Mary Annual Meeting, Charleston, SC: May, 1986.

Presentation, "The Hospital as a Business," Advanced Health Care Management Seminar for Eastern Virginia Medical Authority, Norfolk: October, 1985.

Panelist, "Future Forms for Health Care Delivery and Finance," Southeastern Conference on Public Administration Annual Meeting, Memphis: October, 1984.

Discussant, "Post Graduate Health Services Administration: Future Directions for Residency-Fellowship Training," Tulane University Invitational Research Conference, New Orleans: May, 1984.

Presentation, "Courses, Impacts, and Options in Hospital Retrenchment." 43rd Academy of Management Annual Meeting, Dallas: August, 1983.

Discussant, "Environmental Influences on Health Care Organization Performance," 43rd Academy of Management Annual Meeting, Dallas: August, 1983.

Discussant, "The Impact of Environmental, Governance, and Planning on Health Organization Management," 42nd Academy of Management Annual Meeting, New York, August, 1982.

Presentation, "Recent Trends and Legislation Affecting Health Care Institutions: Implications for Education." Health-Care Educators' Training Institute, Huntsville, Alabama: October, 1975.

Presentation, "Assessment of a Health Manpower Meeting." Governor's Health Manpower Conference, Montgomery, Alabama: January, 1972.

Presentation, "The Regional Medical Program and Health Facilities." ARMP and CHP Relationship Workshop, Birmingham, Alabama: January, 1971.

PROFESSIONAL SERVICE ACTIVITIES

Associate Editor <i>Health Services Management Research</i>	2015-2021
Member, Scientific Committee <i>Mecosan</i> (Italian Journal of Health Care Management and Economics)	2016-2021
Special Issue Co-Editor, <i>European Journal of Cross-Cultural Competence and Management</i> , Management of Culture and Cultural Change in Healthcare Organisations	Spring 2015
Member, Board of Directors European Academy of Management (EURAM)	2012-2018
Member, Editorial Board <i>European Journal of Cross-Cultural Competence and Management</i>	2011-2018
External Reviewer, Proposed Health Services Research PhD Program Department of Health Administration and Policy, George Mason University	September 2014
External Reviewer, Department of Health Policy; Department of Health Services Management and Leadership, George Washington University	February 2014
Member, Search Committee for President, Association of University Programs in Health Administration	2013
Member, Board of Directors Association of University Programs in Health Administration	2007-2013
Co-Editor, <i>Journal of Health Administration Education</i> Association of University Programs in Health Administration	2007-2013
External Reviewer, Health Services Organization and Research PhD Program Department of Health Administration, Virginia Commonwealth University	March 2013
Member, Filerman Prize Committee Association of University Programs in Health Administration	2006-2012

Member, Editorial Board <i>Health Services Management Research</i>	1988-2012
Chair, CAHME Site Visit Indiana University MHA Program	October 2011
External Reviewer for University Senate Department of Health Services, University of California at Los Angeles	February 2011
Co-Chair, CAHME Self-Study Handbook Committee	2007-2010
Education Consultant, Accreditation Council, September Meeting Commission on Accreditation of Healthcare Management Education	2007-2008
Chair, Doctoral Colloquy Planning Committee Association of University Programs in Health Administration	2007-2008
Member, University Relations Committee MGMA and ACMPE	2005-2007
Member, Annual Meeting Planning Committee, Association of University Programs in Health Administration	1996-2000, 2007-2008
Board of Directors Member and Past Chair, Commission on Accreditation of Healthcare Management Education	2004-2006
Chair, Accreditation Council, Commission on Accreditation of Healthcare Management Education	2004-2005
Member, Search Committee for President, Commission on Accreditation of Healthcare Management Education	2003
Member, Editorial Board <i>Journal of Healthcare Management</i>	2003-2006
Chair, Accrediting Commission on Education for Health Services Administration	2003-2004
Member, Blue Ribbon Task Force on Accreditation, National Center for Healthcare Leadership	2002-2003
Vice Chair-Chair-Elect, Accrediting Commission on Education for Health Services Administration	2002-2003
Chair, Criteria Review Committee, Accrediting Commission on Education for Health Services Administration	2002-2003
Executive Committee, Accrediting Commission on Education for Health Services Administration	2001-2005

Commissioner, Accrediting Commission on Education for Health Services Administration	1998-2005
Member, Regent's Advisory Council for Alabama American College of Healthcare Executives	1993-2001
AUPHA Liaison for Association for Health Services Research Annual Meeting Planning Committee	1996-2000
Member, Editorial Board <i>Health Care Management Review</i>	1993-1999
Chair, Task Force on Accreditation, AUPHA	1996-1997
Member, Editorial Board <i>Medical Care Review</i>	1991-1994
Member, Planning Committee for the Annual Meeting Association of University Programs in Health Administration	1990-1994
Member, Editorial Board ACHE Management Series	1988-1991
Referee, Health Care Administration Division 50th Academy of Management Annual Meetings	1990
Ad Hoc Reviewer: Jossey-Bass, Health Administration Press, National Health Publishing, John Wiley, Macmillan Publishing, <i>Academy of Management Review</i> , <i>Hospital and Health Services Administration</i> , <i>Medical Care Review</i> , and <i>Journal of Health Administration Education</i>	1984-Present
Member, Research Sessions Committee Association of University Programs in Health Administration Annual Meeting	1989
Referee, Health Care Administration Division 49th Academy of Management Annual Meetings	1989
Chair, Research Sessions Committee Association of University Programs in Health Administration Annual Meeting	1988
Member, Executive Committee Health Care Administration Division, Academy of Management	1984-1988
Editorial Board <i>Alabama Journal of Medical Sciences</i>	1982-1988

Moderator, Public Hearing for Shelby Medical Center Conversion Proposal	October, 1987
Referee, Health Care Administration Division 47th Academy of Management Annual Meetings	1987
Chair, Health Care Administration Division Academy of Management	1986-1987
Fellow, Accrediting Commission on Education for Health Services Administration	1985
Program Chair, 1985 Annual Meeting Health Care Administration Division, Academy of Management	1984-1985
Referee, Southwest Academy of Management Meeting	1984
Referee, Health Care Administration Division 44th Academy of Management Annual Meetings	1984
Chair, Research Committee Health Care Administration Division, Academy of Management	1983-1984
Referee, Health Care Administration Division 43rd Academy of Management Annual Meetings	1983
Chair, Membership Committee Health Care Administration Division, Academy of Management	1982-1984
Referee, Health Care Administration Division 42nd Academy of Management Annual Meetings	1982
Member, Health Policy Committee Medical Sociology Section, American Sociological Association	1981-1982
Member, Health Services Committee Birmingham Area Chamber of Commerce	1981-1982
President, Alumni Association Graduate Program in Hospital and Health Administration (UAB)	1975-1976
Member, Planning Committee Young Administrators Forum, American College of Hospital Administrators	1975
Member, Health Manpower Advisory Committee Community Health Planning Commission, Birmingham, AL	1973-1975
Trustee, Roosevelt City Area Community Corporation (Family Health Center), Birmingham, AL	1972-1974

UNIVERSITY ACADEMIC COMMITTEES AND RESPONSIBILITIES

Senior Associate Chair for Global Health Department of Health Services Administration	2015-2021
Member, Departmental Review Committee	2014-2021
Director of International Education Department of Health Services Administration	2014-2015
Chair, Admissions and Policy Committee Doctoral Program in Administration- Health Services	1999-2015
Co-Chair, Department of Health Services Administration Search Committee for Academic Department Chair	2013-2014
Founding Director, International Master of Science in Health Administration UAB - King Fahd Scientific Hospital – Dammam, Saudi Arabia	2012-2015
Member, SHP Task Force on International Global Outreach	2007-2010
Founding Director, Doctor of Science in Healthcare Leadership University of Alabama at Birmingham	2009
Executive Committee, UAB Frameworks Program Sparkman Center for Global Health	2006-2007
Member, Search Committee for the Dean of the School of Business, University of Alabama at Birmingham	1998
Member, Executive Committee, School of Health Related Professions	1994-2000
Coordinator, Alumni Relations Division of Health Services Administration	1987-2000
Chair, Academic Affairs Committee Division of Health Services Administration	1992-1993
Member, Application Review Committee Continuous Innovation Program, University of Alabama Hospitals	1990-1993
Member, SHRP Honors and Awards Committee	1991
Member, Graduate Council, UAB	1985-1991
Member, Ph.D. Admissions and Policy Committee	1985-1991
Member, Search Committee for L.R. Jordan Endowed Chair	1988-1990

Chair, Faculty Affairs Committee School of Health-Related Professions (SHRP)	1987-1990
Member, Search Committee for Health Services Administration Faculty Positions	1988-1991
Chair, Research Committee Division of Health Services Administration	1988-1990
Member, Faculty Affairs Committee, SHRP	1985-1990
Coordinator, Part-Time MSHA Program	1986-1988
Chair, Search Committee for Health Services Administration Faculty Positions	1986-1987
Vice-Chair, Faculty Affairs Committee, SHRP	1986-1987
Member, Health Services Research and Development Subcommittee Birmingham VA Hospital	1985-1986
Member, Search Committee for Chair, Department of Health Services Administration	1985-1986
Chair, Strategic Planning Committee Division of Health Services Administration	1984-1985
Chair, Search Committee for Health Services Research Coordinator, SHRP and University Hospital	1984-1985
Member, Dean's Ad Hoc Committee on the Future of the School, School of Public Health, UAB	1982
Member, Sparkman International Center Committee on Health Services Management, School of Public Health, UAB	1982
Member, Academic Affairs Committee School of Community and Allied Health (now SHRP)	1981-1982
President, Alpha Eta Society School of Community and Allied Health (now SHRP)	1975-1976

DOCTORAL DISSERTATION COMMITTEES CHAIRED

Chair for Warren Smedley Under development

Chair for Peter Dancy Under development

Chair for Thomas Alexander. Under development.

Chair for Deanna Kyrimis. Under development.

Chair for Rochelle Richards. Under development.

Chair for Michael Cates. Under development.

Chair for Kena Norris. Under development.

Chair for Jon Law. *The Association Between Medicaid Expansion, Medicaid Disproportionate Share Payments, and the Financial Performance of Safety Net Hospitals.* Completed 2021.

Chair for Isabell Pacheco. *The 340B Drug Pricing Program: Are 340B Covered Entities Providing More Services and More Uncompensated Care?* Completed 2021.

Chair for Robert Peterson. *An Analysis of Hospitalist Programs in Critical Access Hospitals.* Completed 2020.

Chair for Henry Thompson. *The Relationship Between Accreditation and Performance Among Federally Qualified Health Centers.* 2020.

Chair for Michael Wiechart. *A Crisis in Care: Evaluating the Causes and Consequences of Burnout among Emergency Physicians.* Completed 2019.

Chair for Ian McFadden. *The Impact of Hospital Mergers on Hospital Quality of Care as Evidenced by Patient Satisfaction Scores and Readmission Rates.* Completed 2018.

Chair for Tiffany Cabibbo. *The Relationship among Nurse-Physician Collaboration and Outcomes: Influence of Nursing Leadership.* Completed 2018.

Chair for Charles Hagood. *The Relationship of Lean Implementation and Patient Satisfaction (HCAHPS) Scores in Acute Care Hospitals.* Completed 2017.

Chair for Claudia Guerrazzi. *A Multilevel Perspective on Health Information Exchange.* Completed 2017.

Chair for Preston Simmons. *A Comparative Multiyear Assessment of Care Utilization between Existing and Newly Enrolled Medicaid Populations within Washington State.* Completed 2017.

Chair for Khanhuyen Vinh. *The Effect of Hospitalists on Hospital Length of Stay.* Completed 2017.

Chair for Mark Slyter. *How well do Hospitals Budget Operating Results? The Relationship between Budget Variances and Operating Margin.* Completed 2016

Chair for Alfonso Gatmaitan. *Safety Culture and Patient Harm Events: A Contingency Theory Perspective in the Context of Complex Adaptive Systems.* Completed 2015.

Chair for Alan Jones. *Towards and Understanding of Patient Satisfaction in the Military Health System*. Completed 2015.

Chair for Muhammad H. Al-Midani. *Employment of Physician Administrators (CEOs) in Acute Care Hospitals and Their Impact on Hospital Performance*. Completed October 2014

Chair for Timothy Harlin. *Assessing System Congruence by Analyzing the Relationship between Employee and Patient Driven System Outputs*. Completed July 2014

Chair for Tom Hunt. *A Longitudinal Study Relating Patient Care Outcomes to Nurse Magnet Designation in United States Academic Medical Centers*. Completed March 2014.

Chair for Barbara Guerard. *The Burden of Chronic Conditions on Self-Reported Health Status in a Medicare Advantage Plan*. Completed July 2013.

Chair for James Byrd. *Impact of Quality Performance on Financial Risk and Cost of Capital in Hospitals: An Agency Theory Perspective on Risk Management by Hospital Boards*. Completed April 2013.

Chair for John McWhorter. *A Study of Early Adaptors of Innovation* Completed October 2012.

Chair for James Burkhart. *The Relationship between Hospitalists and Primary Care Physicians* Completed August 2012.

Chair for Mark Anderson. *Exploring Oral Health Disparities for Children in the City of Milwaukee* Completed August 2012.

Chair for Todd Smith. *Organizational Configurations and Strategies Related to Financial Performance in Medical group Practices: A Test of Porter's Generic Strategies* Completed July 2011.

Chair for Cathleen Erwin. *Characteristics of Fundraising for Nonprofit Hospital Organizations* Completed July 2010

Chair for Amy Yarbrough. *CEO Origin and Succession Planning in the United States* Completed July 2006.

Chair for Elena Platonova. *The Relationship among Human Resource Management, Organizational Culture, and Organizational Performance* Completed August 2005.

Chair for Lee Bewley. *Seasons of Leadership Development: An Analysis of a Multi-Dimensional Model of Mentoring among Career Groups of United States Army Officers* Completed July 2005.

Chair for Martha Starkey. *The Analysis of Strategic Groups and Performance in the Alabama Nursing Home Industry* Completed December 2002.

Chair for Kevin LaFrance. *An Analysis of the Effect of Managed-Care Penetration and Other Patient-Specific Factors on Satisfaction in the Non-Active Duty TRICARE Beneficiary Population* Completed August 2001.

Chair for Karl McCleary. *Determinants of Work Group Effectiveness: An Empirical Examination of Health Care Teams* Completed August 1998.

Chair for Al Baldwin. *The Form and Relationship of Environmental and Strategy Variables on the Performance of Voluntary Health Organizations* Completed May 1996.

Chair for T. F. McIlwain. *Physician Referral Behavior: A Study of Attitudinal and Social Influence Variables Related to Behavioral Intention to Refer* Completed August 1987.

Chair for Jose Quintana. *Technology and Task Design in Hospital Nursing Units: An Integrative Model* Completed August 1984.

Chair for Alice Atkins Mercer. *An Analysis of the Organizational Commitment of Physicians* Completed March 1984.

CURRENT AND PREVIOUS TEACHING RESPONSIBILITIES

Synthesis in Health Administration - HA 655

Research in Organization Theory - AH 715 and AHD 715

Research in Strategic Planning and Management - AH 775 and AHD 775

Continuing Seminar – AH 720

PROFESSIONAL MEMBERSHIPS

Academy of Management

American College of Healthcare Executives - Faculty Associate

Association of University Programs in Health Administration

European Academy of Management (EURAM)

Royal Society of Medicine – International Fellow

CONSULTING/EDUCATIONAL SERVICES

Consulting and educational services provided to over 40 educational and health services delivery organizations.

DISCIPLINE/RESEARCH/ADMINISTRATIVE SKILLS

Organizational Theory - Organizational Assessment - Strategic Planning and Management – Human Resources Management – Academic Program Leadership

REFERENCES: Available upon request.

10 May 2022